



**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY**  
**UNIT 29351**  
**APO AE 09014-9351**

AEAGA-C

21 December 2004

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Army in Europe Command Policy Letter 25, Civilian Employee and Leader Development**

1. This letter supersedes Army in Europe Command Policy Letter 25, 12 December 2003.
2. References:
  - a. AR 690-400, Total Army Performance Evaluation System, 16 October 1998.
  - b. AR 690-950, Career Management, 31 December 2001.
  - c. DA Pamphlet 690-43, A Supervisor's Guide to Career Development and Counseling for Career Program Employees, 18 August 1989.
  - d. FM 22-100, Army Leadership, 31 August 1999.
3. Civilian employees are a vital part of our workforce. We depend on them, along with our military personnel, to help execute our everyday operations. For this reason, we must train our civilians as we do our Soldiers and prepare them for leadership roles and future challenges.
4. To ensure the professional growth and leader development of our civilian workforce, I issued the enclosed Army in Europe Civilian Professional and Leader Development Plan last December. This 3-year plan, which consists of three phases, incorporates my philosophy on leader development and training excellence. We are now in Phase II. Commanders and directors will continue to use this plan to develop and maintain a highly skilled workforce of leaders and functional experts.
5. Commanders and managers will ensure that the professional development of civilian employees is an integral part of their daily management practices. Professional development will include coaching, counseling, and mentoring; ensuring that performance evaluations and individual development plans are completed in a timely manner; and encouraging and improving both formal and informal training. In addition, employees will be encouraged to pursue self-development opportunities, including formal education.
6. I expect civilian leaders to be proficient in communication, critical thinking, decision-making, and interpersonal relations. Good leaders know how to lead people and know how to promote change. To develop these skills, leaders are strongly encouraged to complete Army centrally funded, core leader-development programs. Many of the centrally funded courses are mandatory

*This letter is available at <https://www.aeaim.hqusareur.army.mil/library/>.*

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for civilian leaders. Commanders and managers must ensure that civilian employees complete courses (online and in the classroom) at appropriate times during their careers. Additional information about leadership development can be found on the Office of the Deputy Chief of Staff, G1, Civilian Personnel Directorate, Web site at <http://www.per.hqusareur.army.mil/cpd/>. A list of courses is available on the Civilian Human Resource Agency, European Region, Web site at <http://www.chra.eur.army.mil/> (click on *Training and Development*).

7. The development of our civilian workforce leads to improved organizational performance and is an investment in mission accomplishment. Make the professional development of civilian employees a priority in your organization.

Encl

A handwritten signature in black ink, appearing to read 'B B Bell', with a stylized, cursive script.

B. B. BELL  
General, USA  
Commanding

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A (AEPUBS)

## **ARMY IN EUROPE CIVILIAN PROFESSIONAL AND LEADER DEVELOPMENT PLAN**

The Army in Europe Civilian Professional and Leader Development Plan supports individual and organizational growth and mission accomplishment. The three-phased plan extends over 3 years and offers tools for ensuring the effective, continuous education and training of our civilian employees.

### **PHASE I**

This phase, which began in December 2003 and ended in March 2004, involved establishing the following:

- a. A firm foundation for civilian professional and leader development that improves organizational performance and promotes career progression.
- b. A Civilian Leader Development Board (CLDB) consisting of representatives who are familiar with issues that affect civilian career and leader development. The purpose of the CLDB is to identify, review, coordinate, and make recommendations to the Assistant G1, USAREUR, on training and leader-development issues affecting the civilian workforce in the Army in Europe.
- c. Policy and procedures for promoting self-development and lifelong learning. Self-development and lifelong learning will be encouraged through the use of—
  - (1) Self-assessment tools to help individuals determine areas for improvement and become more aware of their capabilities.
  - (2) Professional reading lists that promote the development of leader competencies.
  - (3) Tuition assistance to encourage individuals to continue their formal education.

### **PHASE II**

This phase (Apr 04 through Sep 05) emphasizes the application of leadership competencies, employee development through coaching and career planning, mentoring, and integrated military-civilian training and development.

- a. The completion of individual development plans (IDPs) will be required during this phase to ensure that supervisors and employees share responsibility for identifying individual career-development needs and establishing formal plans to meet those needs. Career counseling must take place on a regular basis throughout the year and IDPs to be completed annually and submitted with annual performance evaluations. IDPs will link individual professional development with mission requirements and performance.
- b. A voluntary mentoring program will be established in which the mentor is outside the supervisory chain of the protégé. Although mentoring is widely recognized as important for professional growth and advancement, it does not occur regularly for civilian employees. This initiative will allow protégés to develop specific skills and competencies and prepare themselves for increased responsibilities. The mentoring program will serve as a means of providing support, advice, reinforcement, and constructive examples to help the protégé succeed.

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c. Leadership competencies will be applied regularly in the selection, promotion, training, and development of civilians for supervisory or leader positions. Too often, supervisory selections are based primarily on an individual's technical expertise without enough attention to the individual's leadership competencies. This initiative will emphasize the development of civilian leadership competencies (referred to as the five executive core qualifications (ECQs)) and serve as the basis for personnel decisions. More information on ECQs is available on the Office of Personnel Management website at <http://www.opm.gov/ses/ecq.html>.

d. Officer professional development will be expanded to include civilians who are in leadership positions. The Land Combat Expo will be expanded to include a wider variety of topics on leadership and professional development. Combined military-civilian individual training and development, where possible, will allow for a "higher return on our investment" for professional development, and the integration will provide both military and civilian personnel with new ways for mutual learning.

### **PHASE III**

This phase (Oct 05 through Sep 06) will emphasize training and development through rotational assignments, on-the-job training, and the increased use of technology.

a. The establishment of an on-the-job, leader-development track for rotational assignments between primary functional areas (such as contracting, personnel, budget and manpower, logistics, and operations) will offer hands-on experience at earlier stages of career development. This track will be geared to high-potential civilians at lower grade levels. Those who participate in this program will compete and be selected for positions based on merit and potential.

b. The use of technology will be expanded to further enhance training and development. Our civilians are stationed at remote sites throughout Europe. This means that we must take steps to get the training to them in the most effective and efficient manner. The expansion of distance-learning facilities and computer-based training will allow greater flexibility in the training and professional development of our civilians in a cost-effective manner.